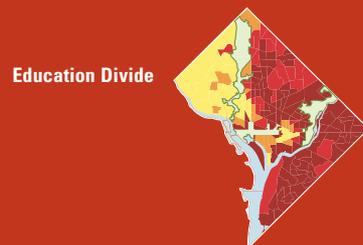




## THE SECOND CHALLENGE:

# Increasing Access to Education and Employment

The second of the three major challenges facing our city is increasing access to education and employment. A review of DC's education and employment statistics tell us that our city is geographically divided between the "haves" and "have nots".



In the eastern sections of our city, too many of our high school students are dropping out of school. In some areas, more than 75 percent of adults do not have a college degree. At the same time, the western portions of our city have one of the highest concentrations of college-educated residents in the country.



DC's employment divide is just as troubling and illustrates the importance of a good education. In almost the same eastern sections of the city, the unemployment rate is twice as high as it is in the west.

If we are to become a truly inclusive city, we must address the education and employment divides head on. This chapter focuses on specific strategies that will benefit residents across the city by:

**IMPROVING EDUCATIONAL QUALITY** so that all of our residents learn the critical skills to be successful.

**PREPARING FOR EMPLOYMENT** so that young adults and adults obtain the knowledge and skills to get a job.

**EXPANDING THE ECONOMY INTO OUR NEIGHBORHOODS** to provide new jobs and services where we live and help us stay competitive within the region.

**CONTINUING TO DIVERSIFY OUR CENTRAL EMPLOYMENT AREA** with new housing, retail, and services to benefit residents across the city.

If we are to become a truly inclusive city, we must address our education and employment divides head on.

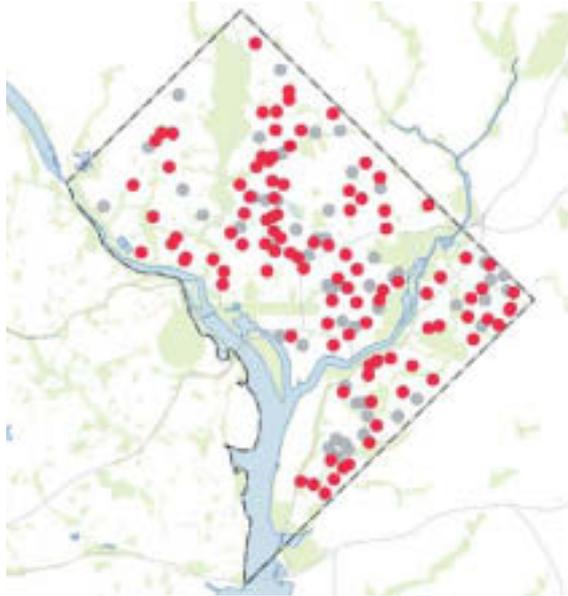
# Improving Education Quality Across the City

## IN OUR CITY TODAY...

### Too many children are being left behind

**Bridging the education divide means we must turn around these statistics:**

- Eighth-graders in our public schools test below the national average in math and reading. Approximately 54 percent of the nation's students scored higher than DC students in both subjects.
- 35 percent of all DC students drop out of high school.
- 70 percent of DC public schools are in poor physical condition.



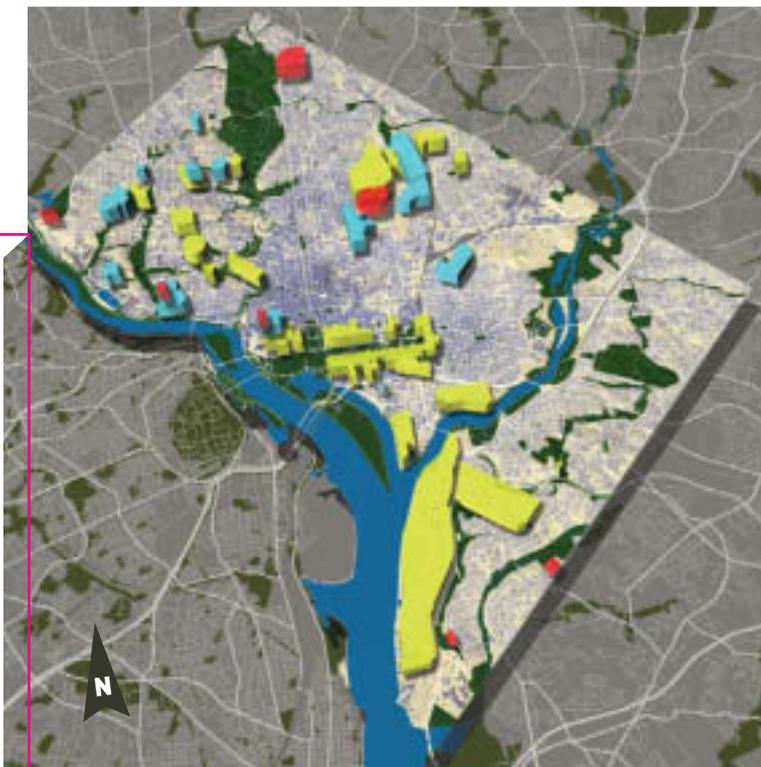
**Condition of DC public school buildings**

- Schools rated in good or fair condition
- Schools rated in poor condition

## IN OUR CITY TOMORROW...

DC will become a “City of Learning” where government, institutions, parents, and other citizens mobilize to strengthen the educational experience.

**Key strategies include:**



**A wealth of brain power**

- Colleges and universities
- Federal government
- Hospitals

To address such troubling statistics, we must be creative and draw on a number of resources. DC, in fact, has resources and brainpower unlike any other city in the country. We are home to the federal government, think tanks, research and development institutions, major hospitals, universities, and hundreds of non-profit organizations.

Imagine what could be accomplished if DC's wealth of brainpower mobilized to improve our education system.



**GETTING THERE will require policies that:**

# We will become a “City of Learning”

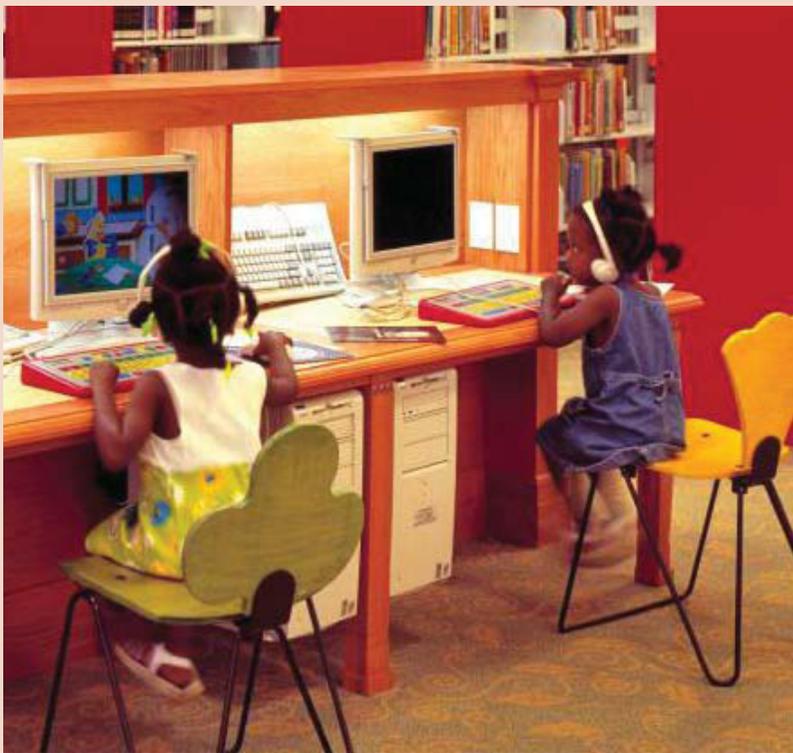
**A REFORMED EDUCATIONAL SYSTEM THAT PROVIDES CHOICE.** A reformed system will take a long-term commitment to hire high-quality teachers in all public schools and provide a safe learning environment. It will also mean giving families the option to send their kids to charter or private schools, without taking away funding from the public school system.

**LIBRARIES WILL BECOME GATEWAYS TO LEARNING.** Libraries will partner with nearby schools, offering students safe places to continue learning after school. Libraries will also offer literacy training and access to modern technology.

**MORE PUBLIC SCHOOLS WILL BE MODERNIZED THROUGH PARTNERSHIPS.** Both public and private partners will work to jointly improve schools while placing other programs, such as recreation centers or housing, in the same locations.

**SCHOOLS WILL BE ADOPTED BY DC INSTITUTIONS.** Local universities and institutions will help teach students topics such as political science, economics, arts, science, history, and government. These partnerships will increase the odds of our children continuing on to college.

**A DEDICATED COMMUNITY COLLEGE.** This will give our adults and young adults a less time-intensive and less expensive option to a four-year college.



Quality teachers and libraries are essential to quality education.



## Leveraging Our Strengths: The Georgetown and Ron Brown Partnership

Since 1996, Georgetown University has worked with kids at the Ronald H. Brown Middle School in Northeast DC. Georgetown students teach junior-high students vocabulary, study skills, and test-taking strategies, while stressing the benefits of a college education. The University also provides professional development exchanges between its faculty and Ron Brown teachers.

**DIRECT** public resources to families, allowing them to choose between public, charter, and private schools.

**WORK** with charter schools to identify new school locations, including non-traditional settings such as neighborhood commercial districts.

**COORDINATE** facility planning and program coordination efforts between DC Public Schools, other District agencies, and private partners.

**BUILD** partnerships between public schools and local universities, think tanks, and other institutions to improve the learning environment for DC students.

**CREATE** vocational centers where DC residents can gain the skills needed to fill jobs in professional and government offices, hospitals, technology, universities, and services.

**SUPPORT** a community college system in the city, possibly including a campus on one of the large federal or institutional sites available for reuse.

# Improving Education Quality Across the City

## IN OUR CITY TODAY...

### Universities are vital to our city, but their growth sparks debate

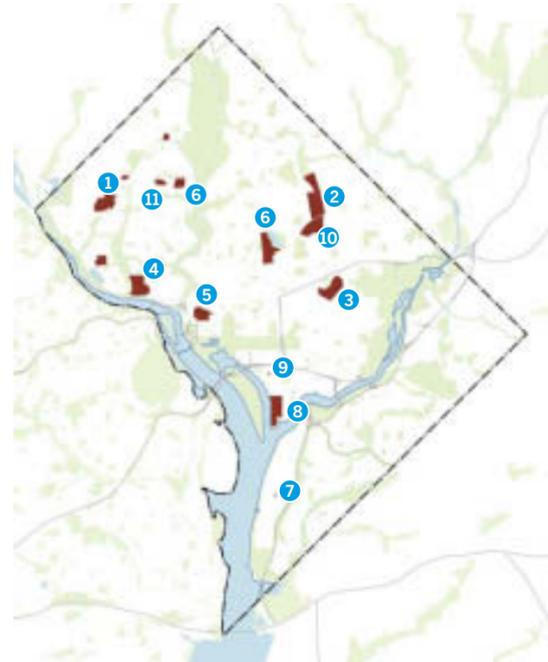
Washington's colleges, universities, and non-profits make our city an intellectual capital as well as a political capital. For over 200 years, these institutions have been a part of the DC landscape and have shaped the economic, social, and cultural life of the city.

According to the Consortium of Colleges and Universities, in 2003:

- Eight of the 20 largest non-government employers in the District were universities and university-related hospitals.
- DC's universities spent \$1.8 billion, employed 21,000 DC residents, and enrolled 74,000 students.
- Universities attracted more than \$360 million in research funding to DC.

Many DC colleges and universities have been growing on campus and outside the District to accommodate new programs and stay competitive. In some cases, this expansion has occurred through the conversion of residential or vacant properties near the campus to university uses. Although these expansions have been legally approved, as are all zoning matters, they still spark fierce debate. Nearby residents and organizations have expressed concerns about traffic, noise and changes in overall neighborhood character.

Moving forward, new policies and strategies will be necessary to respond to the needs of our growing universities while also responding to the concerns of the neighborhoods around them.



Colleges and Universities in Washington D.C.: 2003-2004 Enrollment	Students
1. American University	12,521
2. Catholic University	5,527
3. Gallaudet University	1,715
4. Georgetown University	9,506
5. George Washington University	23,019
6. Howard University	10,521
7. Joint Military Intelligence College	574
8. National Defense University	2,503
9. Southeastern University	955
10. Trinity College	1,093
11. University of the District of Columbia	5,241

## IN OUR CITY TOMORROW...

Institutional and neighborhood interests are balanced as:

**UNIVERSITIES BECOME CATALYSTS FOR REVITALIZATION.** New and expanded campuses are created east of the Anacostia River and in other areas of the city that are now struggling to attract jobs and reinvestment.

## Our institutions will help sustain healthy communities

**OUR KNOWLEDGE-BASED ECONOMY GROWS STRONGER.** Universities, colleges, and think tanks will be leveraged to nurture established businesses, generate venture capital, and attract new businesses to the city.

**NEW SOLUTIONS ARE CREATED TO REDUCE OFF-SITE IMPACTS.** Universities, neighborhoods and the City will work together to identify new and creative solutions to expansion impacts.

**UDC IS SUSTAINED AND SUPPORTED.** Enrollment grows at the University of the District of Columbia, as more resources are made available and the university becomes a more attractive option for DC residents. More graduating high school students attend UDC and stay in the District.



Collaborative planning between universities and nearby neighborhoods have led to successful projects such as the Pryzbyla Student Center at Catholic University (left) and the new athletic center at Trinity University (right).

**GETTING THERE will require policies that:**

**FACILITATE** land use decisions that enhance neighborhoods while providing our institutions with opportunities to grow.

**HELP** universities and institutions expand into new areas of the city where such growth would be beneficial and desirable.

**CONSIDER** mutually beneficial ways to reduce the impacts of university and college expansion on adjacent areas.

**ADDRESS** the consistency of regulations for universities headquartered in the District with those for out-of-state campuses with facilities in the District.

**PROVIDE** an environment where DC residents can better access the educational, recreational, and cultural benefits afforded by our universities and other institutions.

**INCREASE** links between our universities and local economic development, job training, and literacy programs

# Preparing for Employment

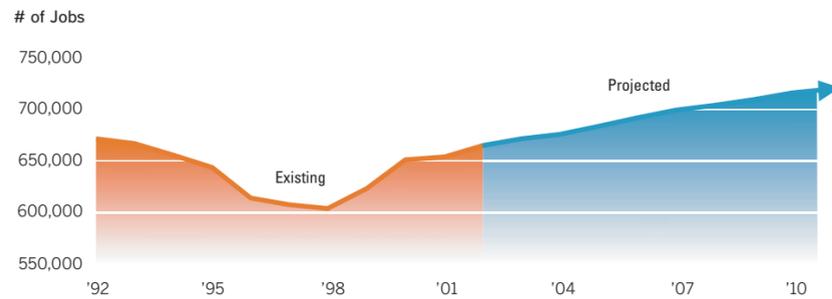
## IN OUR CITY TODAY...

### DC has many jobs, yet residents are struggling to find employment

In today's competitive environment, DC continues to be the region's top employment center. In fact:

- DC has more jobs than residents. There are approximately 672,000 jobs in the city and approximately 578,000 residents.
- Our city is projected to add an additional 150,000 jobs in the next 25 years.

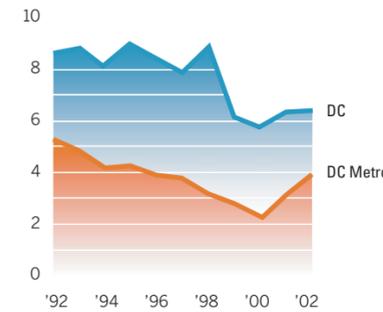
EXISTING AND PROJECTED JOB GROWTH IN THE DISTRICT OF COLUMBIA



While this is good news, too many of our residents are still struggling to find quality work. For example:

- DC's 6.6 percent unemployment rate is more than twice the 3.2 percent regional average. Some 20,000 DC residents were looking for work in February 2004.
- Nationally, only four states had higher unemployment rates than DC in December 2003.

PERCENTAGE OF DC RESIDENTS UNEMPLOYED



- Two out of three jobs in DC are filled by Maryland and Virginia residents.

What does it mean if DC has one of the country's highest unemployment rates at the same time it has the largest number of jobs in the region? It means that there is a tremendous disconnect—DC residents are not being hired for jobs in their own city. While we can't expect all DC residents to work in the District, we can do more to help them fill local jobs. This includes teaching our residents new skills and trades and providing more specialty training. It includes diversifying our economy, creating more jobs in light industry, retail trade, arts and culture, and other sectors. And it includes attracting professions that enable residents to move from entry-level jobs to management.

## IN OUR CITY TOMORROW...

Connecting more residents to DC jobs will take multiple strategies—ranging from skill building to job creation. Specifically:

**HIGH SCHOOLS WILL CONTINUE TO SPECIALIZE** in areas like health care, hospitality, and health sciences. Teaching students the skills needed in DC's growing economic sectors will be one strategy for linking education and employment. Employer mentoring and internships will also help students understand what it takes to obtain a good job.

## DC residents will learn the skills to fill local jobs

### ADULT LITERACY CLASSES WILL BE LINKED TO JOB TRAINING.

Leaders in DC's job training programs are finding that many adults seeking training do not possess basic reading and writing skills. Coupling literacy classes with job training will be one way to help teach citizens the life skills needed to find and keep a decent job.

**NEW APPRENTICESHIP PROGRAMS.** In cities across the country, trade organizations have established formal apprenticeship programs to provide exposure to careers and teach residents the essential skills and trades that make them employable. In the future, DC will provide union and non-union apprenticeship programs.



Adult education programs can enable more DC residents to find jobs in the city.

### HEALTH AND MEDICAL SERVICES



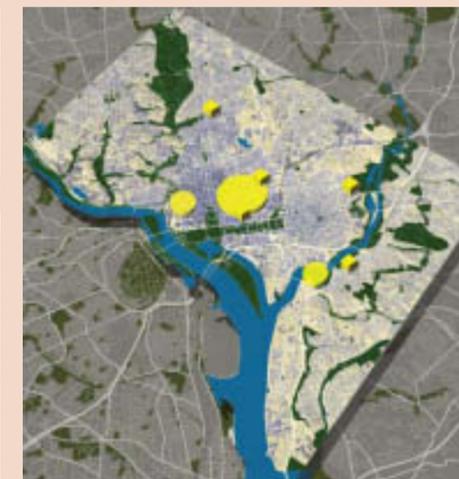
◆ Specialty Schools    ● Areas with jobs in health and medical services

### NATURAL SCIENCES



◆ Specialty Schools    ● Areas with jobs in natural sciences

### HOSPITALITY AND TOURISM



◆ Specialty Schools    ● Areas with jobs in hospitality and tourism

### TECHNOLOGY AND MANUFACTURING



◆ Specialty Schools    ● Areas with jobs in technology and manufacturing

## GETTING THERE will require policies that:

**EXPAND** customized high school curricula to match growing sectors of our local and regional economy.

**PROMOTE** the involvement of DC employers in high school education, mentoring, and internship programs.

**COUPLE** adult literacy classes with job training, counseling, and placement programs. This could mean that if adults fail basic reading and writing classes, they will be required to take adult literacy courses before receiving job training assistance.

**DEDICATE** resources to develop and expand apprenticeship programs that teach DC residents new skills and trades.

# Expanding the Economy Into Our Neighborhoods

## IN OUR CITY TODAY...

### Residents leave DC to shop

While DC neighborhoods have many strengths, they lack an adequate supply and diversity of neighborhood-serving retail stores:

- Many of our neighborhood commercial corridors have vacancy rates of 30 percent or more, including H Street NE and sections of Georgia Avenue.
- There is so much demand for retail in DC that it would take 7 million square feet of new retail to satisfy our needs—the equivalent of five regional malls the size of Tysons Galleria.
- Building 7 million square feet of retail would create 15,000 to 20,000 new jobs.
- DC is losing one billion dollars a year to stores in nearby Virginia and Maryland.

Not only does the lack of retail hurt DC's economy and create an inconvenience for DC shoppers, it also takes crucial job opportunities away from our residents.



Many stores in DC are vacant, while...



the malls in northern Virginia and suburban Maryland are booming.

## IN OUR CITY TOMORROW...

The vision for the future is to provide a greater range of local shopping and employment opportunities for residents by creating:

## Residents will shop in their own neighborhoods

### MORE SHOPPING STREETS.

One of the greatest opportunities to increase retail is along our shopping streets. Continued designations of "Main Streets" by DC government will help provide financial and technical assistance to these streets.

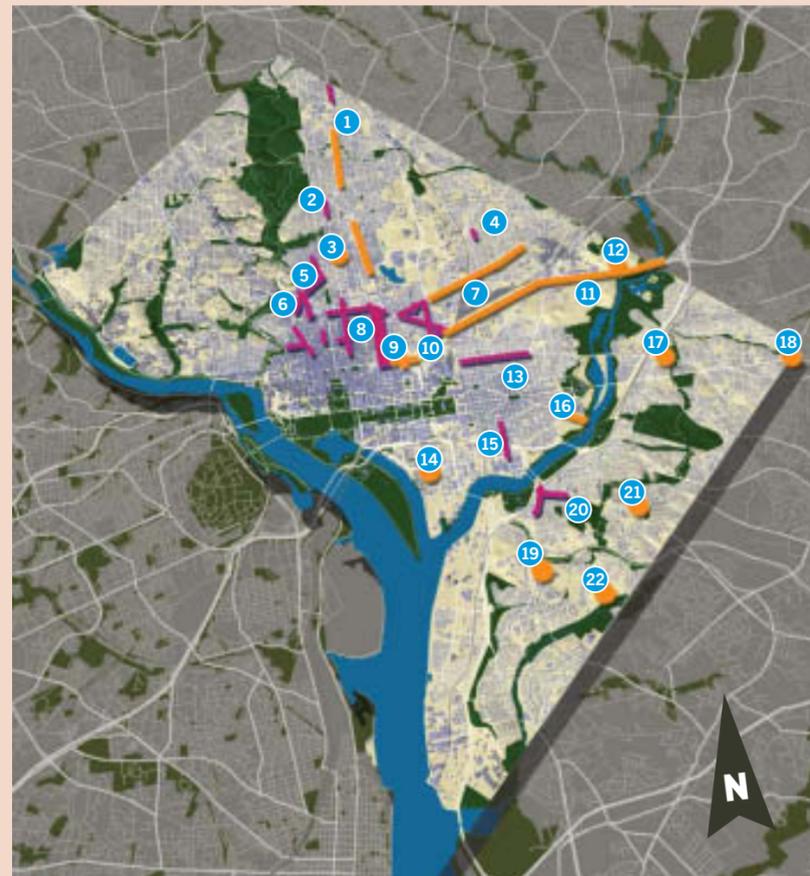
**REVITALIZED SHOPPING CENTERS.** Updating neighborhood shopping centers, such as the Skyland Shopping Center in Ward 7, will attract new retail stores and new customers and help revive these neighborhood centers.

**A DIVERSITY OF RETAIL.** Fully tapping our retail potential also means diversifying the types of retail in our city—ranging from small shops to national chains. It means attracting more retail to areas east of the Anacostia River. It also means revitalizing Downtown shopping and finding sites for the large superstores which DC residents now must travel out of the city to find.

**Possible retail expansion areas**

- DC Main Streets
- Potential community/regional retail corridors
- Potential community/regional retail centers

1. Georgia Ave
2. 14th Street Heights
3. Columbia Heights
4. Brookland
5. Mount Pleasant
6. Adams Morgan
7. Rhode Island Ave
8. 14th & U Street
9. Shaw
10. N. Capitol
11. New York Ave
12. Fort Lincoln
13. H Street
14. Waterside Mall
15. Barracks Row
16. Hill East
17. Minnesota-Benning
18. East Capitol Gateway
19. St. Elizabeth's
20. Anacostia
21. Skyland
22. Camp Simms



### DC NEEDS MORE SMALL SHOPS...



### SUPERSTORES...



### AND NATIONAL CHAINS ACROSS THE CITY



### GETTING THERE will require policies that:

**SUPPORT** programs like ReSTORE DC that help small businesses and revitalize neighborhood commercial districts, including Main Streets.

**TARGET** retail investments near transit stations or key commercial corridors. This could mean rezoning or phasing out marginal retail areas that are no longer competitive.

**SUPPORT** a limited amount of superstore development on land currently zoned for industrial uses.

**CREATE** retail centers that generate opportunities for small local businesses and entrepreneurs along with hiring incentives that benefit DC residents.

**ESTABLISH** development standards in neighborhood retail areas to maintain unique, pedestrian-oriented districts. This could result in zoning changes and new design guidelines.

**HELP** small merchants cope with rising rents in emerging business districts.

# Expanding the Economy Into Our Neighborhoods

## IN OUR CITY TODAY...

### We are not fully capitalizing on our tourists

More than 18 million visitors every year come to the nation's capital, making DC one of the leading tourist destinations in America. While this provides a tremendous boost to our economy, we are not reaping the full benefits:

- Tourism generates \$7 billion a year and employs approximately 48,000 people.
- The vast majority of DC tourists, however, do not venture beyond the Mall and into our neighborhoods.
- Tourists in DC spend less money on shopping during their visits than the average tourist nationwide.



Tourists enjoy the Cherry Blossoms at the Tidal Basin.

- Research by Cultural Tourism DC found that more than 60 percent of our city's tourists are interested in visiting historic sites and museums beyond the monuments but are discouraged by a lack of information about these places.
- When tourists did travel to neighborhood cultural attractions, 58 percent of them made a purchase at a local shop and/or dined at a local restaurant.
- Few other large American cities can match Washington's legacy of African-American history, Civil War sites, monuments, and historic home museums. With many of these sites found in our neighborhoods, we must do more to encourage tourists to travel beyond the Mall.

## IN OUR CITY TOMORROW...

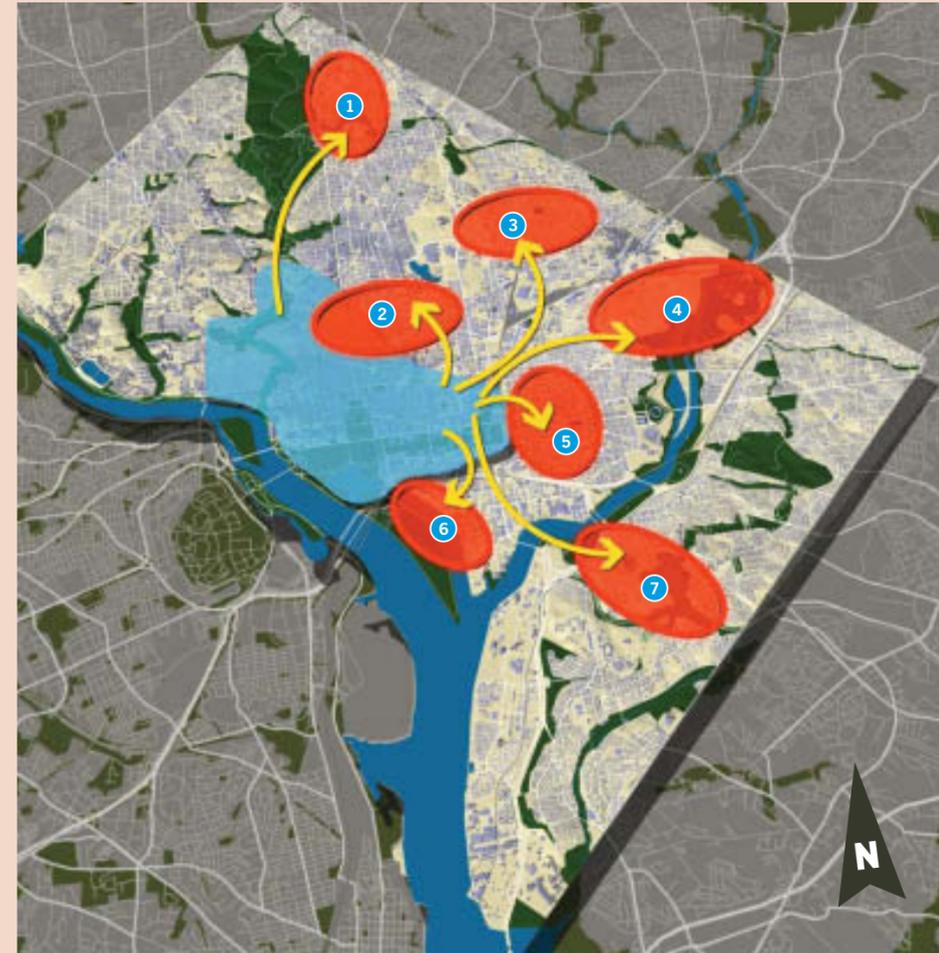
To strengthen our cultural heritage and move tourists beyond the monuments and museums, we must provide:

## Tourists will explore beyond the National Mall

**ADDITIONAL HERITAGE TRAILS AND HISTORIC ATTRACTIONS.** This will bring jobs and retail sales to our neighborhoods while helping tourists understand Washington's compelling history.

**MARKETING CAMPAIGNS AND TOUR PROGRAMS.** This includes developing public information materials that link Mall attractions to tourist attractions in neighborhoods.

**NEW CULTURAL SITES BEYOND THE MALL.** New museums, monuments, attractions, and public transportation will be developed along the Anacostia River and elsewhere in our city, enticing visitors closer to our neighborhoods.



Areas to expand tourism beyond the National Mall

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>Traditional tourist destination</li> <li>New cultural tourism opportunities</li> </ul> | <ol style="list-style-type: none"> <li>Upper Georgia Ave</li> <li>U Street/Shaw</li> <li>Brookland</li> </ol> | <ol style="list-style-type: none"> <li>National Arboretum/<br/>Kenilworth Aquatic Garden</li> <li>Capitol Hill</li> <li>Southwest Waterfront</li> <li>Historic Anacostia</li> </ol> |
|---|---|---|



### The U Street Success Story

For 50 years, U Street was the nation's "Black Broadway" and the heart of African-American business and culture in Washington. The neighborhood and its theaters hosted the brightest stars in American jazz. African-American leaders in science, law, education, and the arts—people like Langston Hughes and Thurgood Marshall—lived and shopped here.

Today, a new generation of residents and visitors is rediscovering this heritage. Since the Metrorail station opened in 1991, U Street has become a living museum. A multi-year strategic plan has helped make this district a national model for heritage tourism. Partnerships between the city, Cultural Tourism DC and local foundations have leveraged millions of dollars in foundation and private investment—creating new jobs and business opportunities as a result.

**GETTING THERE**  
will require  
policies that:

**CREATE** signage, marketing programs, and streetscape improvements to increase the visibility of our neighborhoods to visitors.

**SUPPORT** transportation improvements—like the Downtown Circulator—that bring tourists to attractions outside the monumental core of the city.

**ENCOURAGE** new tourist-supportive facilities in our neighborhoods, such as hotels and bed and breakfasts. This may require changes to the way these uses are regulated.

**ADDRESS** parking and access issues at new tourist destinations.

# Expanding the Economy Into Our Neighborhoods

IN OUR CITY TODAY...

## Our economy needs to diversify and expand beyond Downtown

All successful cities look for ways to strengthen their economies. Drawing on international, national, and regional trends, DC continues to explore the new and existing job sectors that are most likely to succeed here. We know that:

- Government provides 34 percent of the District's jobs and is the bedrock of our economy—but we are diversifying and growing in new areas.
- Fast-growing sectors in DC include legal services, computer systems, and educational services. Leisure and hospitality and financial sector jobs are also increasing.
- DC is located in one of the nation's top technology markets, with high per capita federal research and development spending.
- Eight of the top 10 non-government employers in DC are universities or hospitals. Collectively, they employ 54,200 people.



George Washington University is one of the top non-government employers in DC.

- The health care industry continues to grow in DC. Research by the Brookings Institution indicates that hospitals have a successful track record of hiring women and people of color. They also are known to promote workers from within the ranks to higher-paying jobs.

As we diversify our economy, we must decide where these new and expanding sectors will locate. Many of our major non-government employers are now located in close proximity to neighborhoods where there is little room to grow.

IN OUR CITY TOMORROW...

Careful planning and focused marketing will bring new jobs to some of our neighborhoods with:



**UNIVERSITIES AND NEW BUSINESSES IN TRANSFORMING AREAS.** Focused planning is already identifying future employment centers on sites like the St. Elizabeths Campus and Reservation 13 in the Hill East neighborhood. These sites can become centers for jobs in health care, biotechnology, and other fast-growing industries.

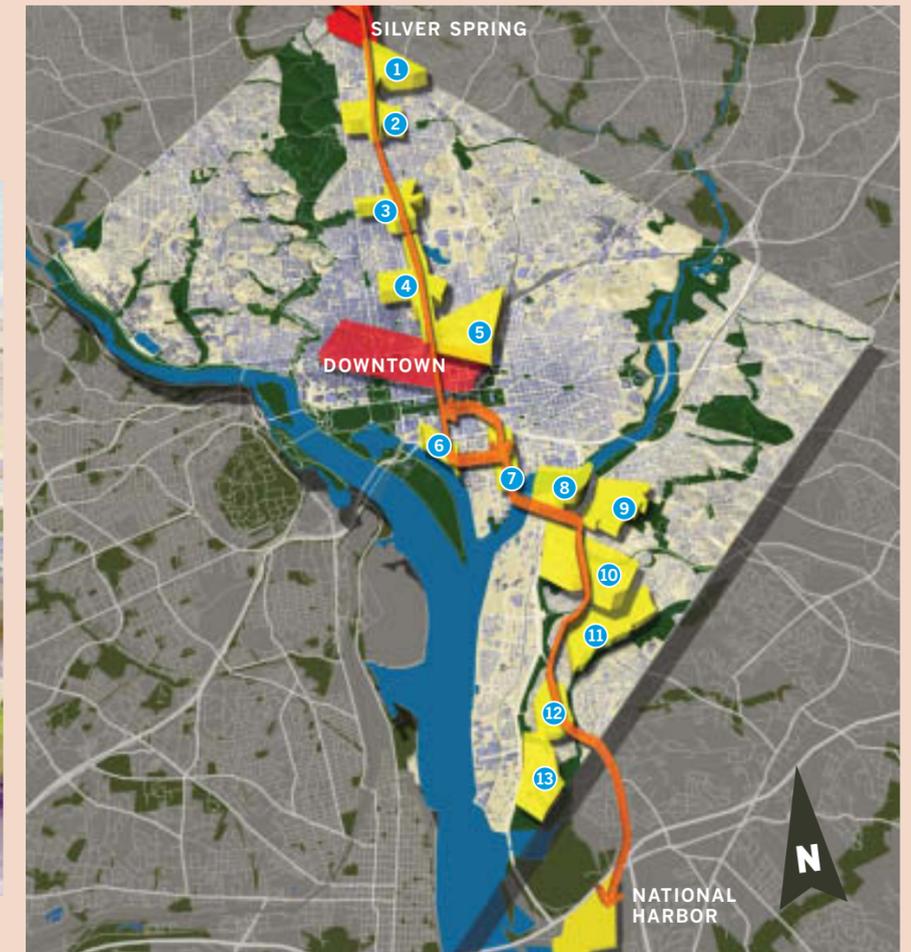
Illustrative rendering of potential mixed-use development at the St. Elizabeth's Campus in Southeast DC.

**DESIGNATE** some of the large development sites in the city for compatibly-designed mixed uses rather than housing alone.

**DISTINGUISH** the specific types of employment uses that should be encouraged in different mixed use centers, including Downtown.

## New centers will provide jobs and help DC remain competitive

**A NEW MIXED USE JOBS CORRIDOR THROUGH THE HEART OF OUR CITY.** New mixed-use centers will develop along this corridor, which connects Downtown with major suburban employment centers. These mixed use centers will also provide neighborhood services such as dry cleaners and grocery stores.



- New job corridor**
- Existing employment centers
  - Future mixed use centers
- |                            |                         |                       |                |
|----------------------------|-------------------------|-----------------------|----------------|
| 1. Takoma                  | 4. U St/Shaw            | 8. Poplar Point       | 12. Bellevue   |
| 2. Brightwood/Fort Stevens | 5. NoMa                 | 9. Historic Anacostia | 13. DC Village |
| 3. Petworth                | 6. Southwest Waterfront | 10. St. Elizabeth's   |                |
|                            | 7. South Capitol Street | 11. Congress Heights  |                |

**GETTING THERE**  
will require  
policies that:

**CREATE** opportunities for small neighborhood businesses by providing loan assistance and seed money.

**DEFINE** the economic sectors the city hopes to attract, along with the land use and transportation strategies needed to bring them here.

**SUPPORT** land use and zoning changes along new job corridors, such as Georgia Avenue and Martin Luther King, Jr. Avenue. This could allow higher densities and more intense development in these areas, along with new land uses.

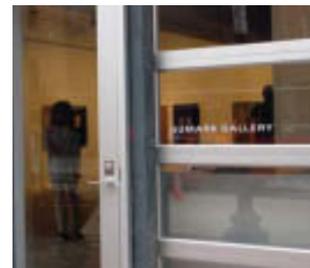
# Continuing the Diversification of our Central Employment Area

## IN OUR CITY TODAY...

### Downtown's success is creating new opportunities and new challenges

Today, our Central Employment Area—including Downtown DC—is home to the third largest central city office market in the country. Yet over the past five years, our central area has been transforming into much more than an office district:

- More than 2,000 housing units and 400,000 square feet of retail space are under construction.
- New restaurants, hotels, theaters, and clubs are finally making Downtown an after-hours destination.
- The new 2.3 million-square-foot Convention Center and adjoining City Museum are reshaping the Mount Vernon Square area.
- Plans are underway to redevelop the old Convention Center site, creating a great public space as well as a new destination for DC residents.



New activity in Downtown.

This is very good news for all of us because a strong downtown generates much of the revenue needed to support neighborhood services such as trash pickup and street paving. Success, however, has created new challenges:

- At the current pace, the traditional Downtown core will be fully developed in five years.
- Height limits for buildings mean that we need to build “out” rather than “up.”
- Downtown faces transportation and access challenges that must be addressed if the area is to remain healthy and competitive.

If our city center is to remain the region's hub, we must identify new development areas that will help us generate the revenue needed to support our neighborhoods.

## IN OUR CITY TOMORROW:

We can continue Central Washington's success by creating diverse urban neighborhoods and strengthening our primary job centers. To get there will require:

## Our city center will continue to diversify and thrive

**SOME AREAS ARE TRANSFORMED, AND OTHERS ARE PROTECTED.** DC has already targeted several areas for new uses. These include North and South Capitol streets, North-of-Massachusetts-Avenue (NoMa), and the Near Southeast. At the same time, it will be important to protect residential areas, such as Shaw and Capitol Hill, from too much change.

**A MIX OF USES IN TRANSFORMING AREAS** including housing, culture, entertainment, and retail stores. This development will be combined with ongoing efforts to keep Downtown safe, clean, and attractive.

**NEW MIXED-USE NEIGHBORHOODS** in other parts of Central Washington. We will seize opportunities for revitalization in Mount Vernon Triangle, the Southwest Waterfront and similar areas. In existing neighborhoods adjacent to these areas, public space improvements and support for small businesses will be promoted so that these areas can also benefit from Downtown growth.



Major areas of transformation in Central Washington.



An example of how one new Downtown Washington neighborhood—Mt Vernon Triangle—might look.

- Areas of transformation around Downtown Washington**
- Central Employment Area
  - 1. New York Avenue Metro
  - 2. North Capitol Street
  - 3. Mt. Vernon Triangle
  - 4. DC Convention Center/ Mt. Vernon Square
  - 5. Old Convention Center site
  - 6. Southwest Waterfront
  - 7. Waterside Mall
  - 8. Buzzard Point
  - 9. South Capitol
  - 10. Near Southeast

### GETTING THERE will require policies that:

**ENCOURAGE** a mix of housing, culture, entertainment, retail, and other non-office uses in the Central Employment Area.

**SUPPORT** the redevelopment of older industrial areas and other low-intensity areas in the Central Employment Area for new office and mixed use development, especially along the waterfront and in the Mount Vernon Triangle.

**PROTECT** neighborhoods such as Shaw and Capitol Hill from the pressures of Downtown development.

**IMPROVE** public transportation, walkability, and waterfront connections in and around the Central Employment Area, especially in emerging centers.

**ENSURE** that substantial allowances are made for public art as new development takes place.